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HINE, C. DE L. *Modern Organization.* Pp. 110. Price, \$2.00. New York: Engineering Magazine Company, 1912.

The chief value of Mr. Hine's book lies in his emphasis on the danger of over-specialization in the organization of the management force. He points out that sharp departmental lines tend to create friction between officials, to limit their power to improve methods, and to make them narrow and apt to over-estimate the importance of their respective departments. In a widely extended business like railroading, the centralization of control leads to a loss of personal touch with local conditions. Unwise decisions are too often made by an office force ignorant of the outside executive work.

The few simple suggestions, which Mr. Hine offers for the correction of these defects, are mixed with a considerable mass of more general remarks, which make it rather hard to pick out just what remedies he proposes.

Briefly he suggests that railroad executives be given uniform titles with less sharply defined authority, so that in the absence of the senior official the other executive officers can act for him in their own name rather than leave the decision to the chief clerk. With this idea he combines a central office file for all correspondence. Thus Mr. Hine insures that executive problems will be settled by an executive man and not a clerk. He breaks down the petty jealousies, arising from sharp departmental lines, by bringing the various executive officials into contact with each other's work. He gives them the broader training that is so sadly lacking in a more highly specialized system.

Mr. Hine's suggestions apply with greater force to a widely extended business like railroading than they would in a more compact one. Yet, at a time when specialized functional management is being so strongly emphasized, his book is very timely as a reminder of the evils that over-specialization may produce.

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LEWIS, A. M. *An Introduction to Sociology.* Pp. 224. Price, \$1.00. Chicago: Chas. H. Kerr & Co., 1913.

In the author's preface we are informed that "the contents of this book were first presented in the form of twelve lectures from the stage of the Garrick Theatre, Chicago, in the autumn of 1911 to an audience composed chiefly of working men." It is not a reproduction of the lectures but a re-written and condensed statement of the material intended primarily for a larger group of readers "who have not yet been reached by the sociologists of the university chairs."

In the main it is an analysis of the contributions to sociological thought of Comte, Spencer, Razenhofer, Marx, Small and Ward, a list conspicuously incomplete. While there are many valuable interpretations the work is fragmentary and detached. In portions of the book fully half the material is quoted without a single reference by which the quotations can be verified, and there is no index. It is difficult to understand how the author has been able to devote the volume to a criticism of sociological theory and then practically identify sociology with social reform in the last chapter.

While many readers will neither agree with the interpretations nor accept